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ABSTRACT

This book on institutional leadership and in particular on how to develop a leadership style that springs from a shared vision of an organization's future, or "visionary leadership," contains nine chapters divided into three parts. Part 1, "What Vision is and Why It Matters," contains two chapters, which define vision, explain why it is important and show how it is different from missions, goals and strategies. Part 2, "Developing the Vision," described the mechanics of the vision-forming process by presenting a case study of a pet food manufacturer that is discussed in all four chapters of this part, i.e., chapter 3 introduces the case study; chapter 4 presents guidelines for developing the scope of the vision; chapter 5 follows with a discussion of how to think about the future of the organization in a systematic fashion; and chapter 6 shows how to formulate alternative visions and then how to pick the one that is right for the organization and all its constituencies. The three chapters of part 3 discuss the process of implementing the vision: chapter 7 focuses on how to translate the vision into reality, and chapters 8 and 9 summarize the lessons of the book. The appendix illustrates how the process of developing vision can be applied to a typical government agency. Included are an index and 55 references. (JB)

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